



DEPUTY SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1010

JUN - 2 2017

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
UNDER SECRETARY OF DEFENSE FOR ACQUISITION,
TECHNOLOGY, AND LOGISTICS
UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF
FINANCIAL OFFICER
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND
READINESS
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF
DEFENSE
DIRECTOR, JOINT STAFF
DIRECTOR, DEFENSE DIGITAL SERVICE

SUBJECT: Establishment of Cross-Functional Team to Improve Travel within the Department

In accordance with the Secretary of Defense Memorandum, "Establishment of Cross-Functional Teams to Address Improved Mission Effectiveness and Efficiencies in the DoD," dated February 17, 2017, I am directing the Deputy Chief Management Officer (DCMO), Undersecretary of Defense for Personnel and Readiness (USD(P&R)) and the Chief Information Officer (CIO) of the DoD to establish and lead a cross functional team to improve travel performance outcomes (CFT-Travel). The CFT-Travel is to streamline and optimize the processes, mechanisms, and approaches to execute Temporary Duty (TDY) travel for DoD civilian and military Service members. The DCMO, USD(P&R), and the DoD CIO will jointly lead a review of existing policy, service delivery approaches, and technology to modernize travel within the DoD. Additionally, this effort will leverage and utilize past Components' recommendations on the Defense Travel System and identify potential areas of efficiency while preserving or improving overall mission performance outcomes.

The CFT-Travel team will deliver the following:

- Policy governing a specific type of travel through the Per Diem Travel and Transportation Allowance Committee (PDTATAC) every 60 days; until such time as all DoD travel is covered.
- An evaluation of alternative technical solutions to deliver an enhanced/modernized travel experience within 120 days; approved through the Director, Defense Human Resources Activity.
- An acquisition strategy if existing capabilities and performance measures are deemed ineffective and/or inefficient at meeting mission needs approved by the DCMO.



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The DoD CIO shall:

- Have staff oversight of the work directed and establish a full-time cross-functional implementation team to deliver objectives, expected outcomes, identified products, and to implement organizational change.
- Provide periodic reports to the leadership of the CFT-Travel

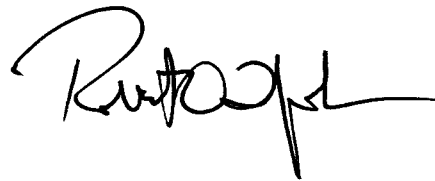
The DCMO will utilize the Business Capability Acquisition Cycle construct codified in DoDI 5000.75, "Business Systems Requirements and Acquisition," dated February 2, 2017, as appropriate, to guide, constrain, and control the effort, leveraging subject matter expertise.

The USD(P&R) shall issue such policy and instructions as necessary in coordination with DoD Components through PDTATAC to provide for transition to the new policy.

The effectiveness of the CFT-Travel will be based on its ability to:

- 1) Deliver an updated TDY travel policy that is easy to understand.
- 2) Track and deliver measurable reductions in the total cost of supporting travel (e.g., requests, voucher filing, audits).
- 3) Improve traveler satisfaction through expanded access across a wider variety of platforms and enhanced usability.
- 4) Implement a travel system that is reliable, cost effective, adaptable, auditable, and compliant with DoD accounting and disbursing policy.

My Office of the DCMO point of contact for the CFT-Travel initiative is Mr. David Tillotson III, Acting DCMO.

A handwritten signature in black ink, appearing to read "David Tillotson III", with a stylized flourish at the end.

cc:
Director, Defense Human Resources Activity